



## Terms of Reference: Deputy Country Director - Operations

**Position Title:** Deputy Country Director (Operations)

**Classification:** Locally -Engaged Staff position open to the nationals of the country of assignment and permanent residents with authority to live and work in the country of assignment

**Duration:** 12 months with the possibility of extension

**Reports to:** Country Director, MDF Pakistan

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### Overview:

The Market Development Facility (MDF) is an Australian Government-funded initiative currently being implemented in five countries by Palladium. MDF utilises a market systems development approach to connect with private and public sectors players with the ability and leverage to trigger lasting systemic change and create broad-based, sustainable pro-poor growth.

MDF is a multi-country facility, currently operating in Fiji, Timor-Leste, Papua New Guinea, Sri Lanka and Pakistan. Each country has its own country team on the ground, with a Core Leadership Team (CLT) providing strategic, technical and managerial oversight, as well as ensuring effective uniformity and integration with local adaptation of approach and systems across countries.

The Deputy Country Director (Operations) is responsible for the leadership and management of the operations and finance staff, ensuring that all operational aspects of MDF Pakistan run smoothly and in a manner that is always compliant with the host country laws and regulations. Under the overall guidance of the Country Director (CD), the DCD (Operations) will lead strategic planning for MDF operations, setting of management targets, ensure compliance with DfAT and Palladium policies and procedures and monitor services provided by MDF operations and finance staff to partners, technical teams and be the point of contact with Palladium Pakistan and MDF central operations team.

### Responsibilities:

Working as part of the MDF Pakistan senior leadership team, and supported by a team of Operations and finance staff the DCD (Operations) will be responsible for delivery in the following areas:

#### **Leadership and Management**

- Contribute to overall strategy, planning and direction setting
- Manage the performance and development of the operations and finance team
- Ensure cross cooperation and coordination with the implementation team.

#### **Compliance with host country regulations**

- Ensure MDF meets all necessary requirements to operate legally in Pakistan; including, but not limited to, compliance with local registration, manpower and reporting regulations.
- Ensure compliance of all expatriate staff visas, work permits and other documentation

#### **Finance**

- Lead the annual Country budget planning and ongoing review processes, as per agreed timelines and thresholds.
- Provide advice to the Country Director on financial matters, particularly the monthly review of the balance sheet and regular budget forecasting and projections.
- Ensures value for money in partnerships, by advising the technical team managers on managing partner contracts. Provides direction and advice at the partner/intervention budget development and final submission stages.



- Responsible for minimizing financial risk specifically in the areas of cash management, payments and partner transactions.
- Ensure adequate controls are installed and that substantiating documentation is approved and available such that all payments may pass independent and governmental audits.
- Ensure measures are in place and followed to prevent misuse, inappropriate or un-allowed, of funds and that MDF personnel and partners comply with Fraud and Corruption guidelines.
- Lead the development of funds requests to Palladium at agreed intervals and in line with available budget.
- Closely monitor Banking and Governmental policies and regulations and provides advice on payment and compliance issues.
- Capacity building of MDFs implementation team and partners in financial management and compliance requirements.

#### ***Office and asset management***

- Manage currency and compliance with relevant Occupational Health and Safety Standards of tenancy agreement, contractors and suppliers.
- Ensure adequate insurance coverage of property, assets and vehicles is in place as required.
- In conjunction with the Central Contracts & Compliance Manager, develop and maintain a register of all MDF contracts and subcontracts, including office leases, partnership agreements, staff contracts and other agreements.
- Manage inventory and assets; maintain accurate and up-to-date asset register (monitor procurement and disposal); and report any misuse immediately.
- Manage, maintain and ensure efficient utilization of all MDF equipment, capital assets, property (building leased), and vehicles including documentation of the required maintenance and contracts of country office.
- Manage and maintain the central filing system, ensuring that staff save all important documents and that all electronic files are backed up.
- Establish and enforce the administrative control mechanisms within all units.

#### ***Procurement and contracting***

- Lead MDF Pakistan's procurement processes to ensure they are clear, comprehensive and consistent with Palladium and DFAT Commonwealth Procurement Guidelines.
- Oversee and manage all aspects related to the procurement (and contracting) of goods, services and works for MDF Pakistan.
- Ensure annual insurance policy renewal exercises and that all insurance coverage is adequate, rational, cost effective and in line with the Managing Contractor requirements.
- Ensure all office leases are up to date and plan for renewals or changes in advance, as per Palladium and DfAT policies, guidelines and templates.
- Review and provide feedback to implementation teams as well as assure quality in contract development, procurement, and contract management relevant to their partnerships and intervention activities.
- Lead the professional development of MDF staff and MDF partners in procurement practices that are compliant with the commonwealth procurement guidelines.

#### ***Administration, Logistics and IT***

- Monitor the MDF administration systems to ensure they remain flexible and responsive to the needs of country teams and are conducive to a flexible program implementation approach.
- Ensure the smooth daily operations of the MDF country offices, including maintenance of IT and communication systems and electronic and/or paper filing systems.
- Identify, contract and manage appropriate internet and IT providers to deliver good quality, efficient and prompt services and support, in order to ensure staff can work and communicate effectively.
- Ensure efficient utilisation of all MDF equipment, capital assets, property (buildings leased), and vehicles.



- Ensure effective coordination, management, planning and monitoring of logistics in support of national and international travel, event management, external visits.

### **Human Resource Management**

- Support the Country Director in ensuring optimum staffing and advise the Country Director on issues such as staffing structure, grading, office environment etc.
- Ensure the maintenance of a conducive, safe and professional working environment and that MDF Pakistan offices are compliant with Palladium Code of Conduct and Respectful Workplace Policy and government regulations.
- Manage all in country recruitment, employment agreements and other issues related to staff benefits such as health insurance, gratuity.
- Manage the mobilisation and orientation of new staff and short-term personnel including developing induction schedules for new staff and ensuring completion and filing of all required documentation.
- Ensure the accuracy and timely submission of monthly timesheets and payroll. This includes maintenance of Leave Records, Exit Checklists etc.
- Oversee the performance excellence processes and ensure all required documentation is completed and filed/archived as required, in a timely manner.
- Monitor HR systems including the documentation and communication of guidelines and processes to ensure uniform, compliant and integrated HR management in the country.
- Ensure the adherence of the MDF Pakistan team to the MDF Operations manual and local labour laws.
- Contribute to the development and roll out of a learning and development strategy, as per the needs of the Pakistan program (and MDF generally) in consultation with the Country Director, DCD - Technical, Human Resources Manager (Central), Chief Operating Officer, Team Leader.
- Lead the Pakistan Operations, Security and Finance Team, as per the MDF performance guidelines and ensuring that roles are clear, and direction and support is provided on a regular and proactive basis.

### **Security**

- Ensure the security of the office, staff and visitors is maintained at all times
- Act as the security focal person for the country team coordinating the initial emergency response to any security situation
- Ensure that regular briefings and training on security management are provided as required to all staff.
- Ensure that all international visitors to any MDF location receive an appropriate security briefing including personal security and MDF SOPs and that proper documentation is obtained in advance for their travel.
- Ensure the Pakistan Security Manual and welcome pack is updated as needed

### **Other duties**

- Perform other duties as required, which are deemed necessary as directed by the Country Director, Central Operations team or Palladium representative.

### **Experience/Qualifications/Requirements:**

- At least a bachelor's degree in a relevant discipline. A degree in operations or business administration preferred; or equivalent working experience in management and delivery of administrative and logistical support to large projects or organisations, preferably for international development donors or organisations
- At least 10 years demonstrated experience in senior leadership role including financial and human resources management of large complex projects
- High level planning, organisational, multi-tasking and time management skills
- Demonstrated understanding and experience of capacity development approaches
- Strong attention to detail and accuracy within all aspects of work
- Excellent command of both verbal and written English



- Willingness to travel locally and internationally for reasonable periods to implement procedures and systems, train staff or undertake trouble shooting.

## **Competencies:**

### **Adaptability**

- Embraces and communicates MDF's change vision
- Develops change approach to initiate change within and outside MDF
- Develops strategies to reduce resistance and barriers to change
- Develops new ways of working to respond to changing external and internal business environments and situations
- Recognises opportunities and potential outcomes to overcome setbacks

### **Critical Thinking**

- Applies lateral and critical thinking techniques to problem solving and challenges the status quo
- Applies systematic research techniques to understand why and how things happen, going beyond the obvious
- Clarifies and simplifies complex information to identify patterns between situations that are not obviously related
- Draws cause and effect relationships and solution to difficult problems

### **People and Relationships**

- Develops strategies to enhance diversity and inclusion
- Utilises interpersonal skills, key people and networks to attain commitment and support to drive business performance
- Rewards and promotes team members' contributions to excellence
- Coaches and facilitates development opportunities towards meeting organisational objectives
- Facilitates and nurtures authentic collaboration across relationship networks

### **Self-Development and Accountability**

- Seeks and applies development opportunities outside area of expertise to add business value
- Develops opportunities to action feedback and pursues and responds to feedback
- Is accountable and driven to achieve results and develops innovative ways to improve quality
- Seeks ways to support others functions to deliver business results
- Facilitates and encourages knowledge sharing; learning from a range of sources including own and others' experiences

### **Business Acumen**

- Inspires and communicates strategy and aligns team and individual objectives
- Seeks knowledge of internal and external conditions and business drivers
- Influences needs and identifies opportunities of internal clients
- Plans and manages risk and resources to maximise results
- Focuses on delivering value to all stakeholders through application of program value drivers

### **Application Requirements:**

Positions are open nationals and permanent residents with authority to live and work in the country of work. Rates of pay are based on local labour standards.